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QUALITY FUNCTION AND THE EFFECTIVE MANAGER

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Abstract

In many organizations, management systems are viewed in terms of the internal dynamics between marketing, design, production, distribution, and accounting. Consequently, it is necessary to create a larger system which encompasses and integrates both business interests of customers and suppliers. Management needs to develop thorough understanding of these relationships and how they may be used to cement the partnership concept. The quality function should be the organization's focal point in this respect and should be equipped to gauge expectations and degree of satisfaction of internal and external customers. The role of the quality function is to make quality become an inseparable aspect of every employee's performance and responsibility. Quality professionals have developed numerous techniques and skills focused on product or service quality.

Key words: *responsibility for quality, satisfaction of consumer needs, capability, quality function.*

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ФУНКЦИЈАТА КВАЛИТЕТ И ЕФЕКТИВЕН МЕНАЏЕР

Еленица Софијанова¹, Ристо Фотов², Петар Клетникоски¹

Краток извадок

Во многу организации менаџмент-системите се набљудуваат во поглед на внатрешната динамика помеѓу маркетингот, дизајнот, производството, дистрибуцијата и сметководството. Поради тоа е потребно да се создаде еден поширок систем кој ги вклучува и интегрира интересите на потрошувачите и производителите. Менаџментот треба да има поголемо разбирање за овие релации и како тие можат да се користат за зацврстување на концептот за партнерство. Функцијата квалитет треба да претставува почетна точка и треба да успее да ги измери очекувањата и степенот на задоволување на внатрешните и надворешните потрошувачи. Улогата на функцијата квалитет е да обезбеди квалитетот да биде неразделен аспект од перформансите и одговорностите на вработените. Професионалците за квалитет развиле многу техники и вештини кои се фокусираат на квалитетот на производите и услугите.

Клучни зборови: *одговорност за квалитет, задоволување на потребите на потрошувачите, функција квалитет.*

1. Introduction

The first objectives for many quality managers will be to gradually disengage themselves from line activities, which will then need to be dispersed throughout the appropriate operating departments. This should allow quality to evolve into a staff department at a senior level and to be concerned with the following throughout the organization:

- Encouraging and facilitating quality improvement;
- Monitoring and evaluating the progress of quality improvement;
- Promoting the "partnership" in quality, in relations with customers and suppliers;
- Planning, managing, auditing and reviewing quality systems;
- Giving advice to management on the: establishment of quality systems and process control, relevant statutory/legislative requirements with respect to quality, necessary quality improvement programs, inclusion of quality elements in all job instructions and procedures.

Quality managers have an initial task to help those who control the means to implement this concept - the leaders of industry and commerce - who really believe that quality must become an integral part of all the organization's operations.



Many organizations have realized the importance of the contribution which a senior, qualified quality manager can make to the prevention strategy. Smaller organizations may well feel that the cost of employing a full-time quality manager is not justified, other than in certain very high risk areas. In these cases a member of the management team should be appointed to operate on a part-time basis performing the quality management function in addition to his/her other duties.

2. Material and methods of work

The following research methods or techniques for data collecting are used: method of evaluation and judging, method of continuing followed by a method of comparative analysis, and interview with the general, top managers.

Research analysis which was used in this research represents the overall components which characterize the subject of researching, and it consists of questionnaires, measure instruments, techniques and time frame of the research. Data were collected from the research conducted in the period from 2010 to 2011 in ten companies, from small agro-businesses and seven vineries.

3. Results and discussion

As the time passes, the changes are leading to more skillful producers that are paying attention to their products from one simple reason – consumers are recognizing the product quality and attribute improvements. In such a way the company achieves a competitive advantage on the market, producing high-quality products and their improvement from time to time (Fig. 1).

Employees in this field of industry, mostly men, are with fascinating (59.1%) work experience, routine and completely satisfy. They are creative, challenging, fulfilling and comfortable as they perform tasks (63%), (Fig. 2).

Managers feel indispensable because the organization (79%) employees seek advice from them. However, managers are self-critical in terms of their own work. Of these, only one third (32.7%) know the work well, the same number (30.6%) were not satisfied with the performance of their own tasks, and the rest did not respond (36.7%), (Fig. 3).

Every manager in a particular situation, participates with his knowledge, skills and abilities, but then withdraws only to realize his duties, will close and friendly relations in the workplace. The question is what are the real reasons for this situation. This is because as managers, there are relevant factors, which do not allow them to manage as they know and are able (38.77%). In order to maintain relatively good interpersonal relationships among themselves and with other employees, these managers use to reward good work (46.93%), thus creating conditions for participation in the work (Fig. 4).



In this period of transition relationship, commitment and job satisfaction is very low (proved by data obtained from research) that leads to demotivation and to reduction of organizational effectiveness. No emotional management, which will require close relationships among all employees, no confidence in management. These indicators initiate general reasons that are directly correlated with quality management.

Connections exist in making shared decision and the presence of experience and motivation, as indicated by the estimated coefficient Pirsonov. (Tab.1, Fig.5). The creation of agreements for mutual benefit and feasible approaches to action creates conditions for open transferring of information from top to base and depending on their content - it becomes visible in the way of modelling behavior.

There is agreement among employees and emerged balance differences. This leads to increased productivity, transforming the management into quality management. A good quality management system involves consideration of all the major areas: marketing, design, materials, planning, process, skills. Clearly, each of these objectives require considerable expansion and thought but if attention is given to all areas using the concepts of TQM then very little will be left to chance.

After several years of TQM, organizations may find it useful to carry out surveys to ensure that real commitment of the top managers is still present. Departmental managers may find the check list useful in reviews. Moreover, the quality council should be interrogated regarding to its: commitment, strategies, teamwork, problems, results and development.

4. Summary

Even the most meticulous quality system design will not eliminate the need to consider the involvement of people. Instructions to them must be clear, concise and precise. Those involved in supervision must ensure that the instructions are followed and that the processes and plans are properly used and maintained, according to the system. The quality management system should be a living thing, not a bureaucracy or a paperwork model, and to make it come to life requires the involvement of every person in the organization. This can only be achieved by effective communications about what the system is, how it operates, and what role each individual plays.



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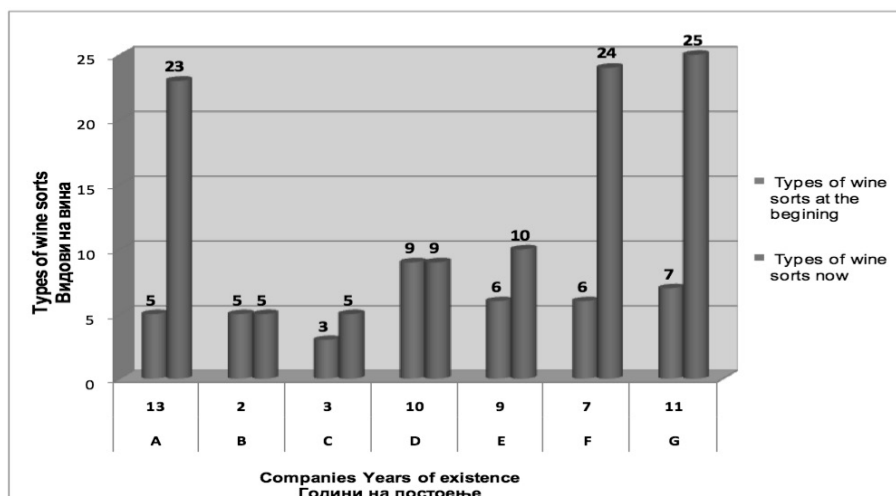
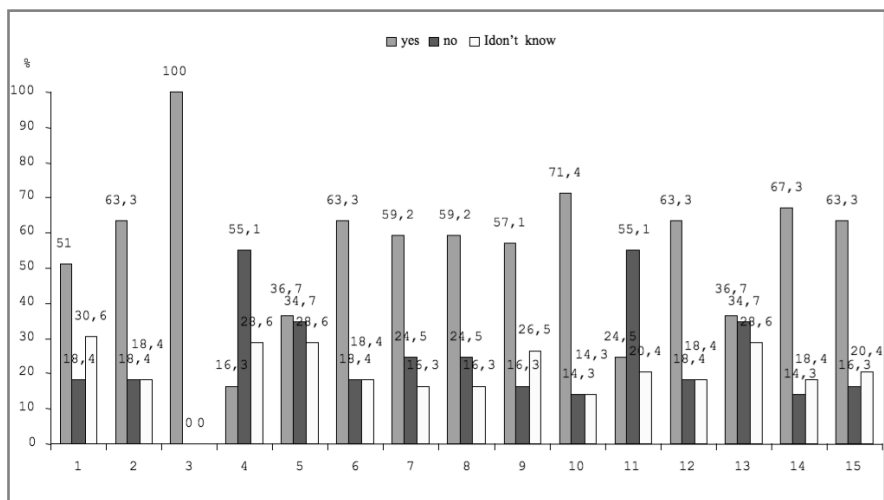


Figure 1. Correlation dependence between satisfying consumer needs and profit making

Слика 1. Корелациска зависност помеѓу задоволување на потребите на потрошувачите и создавање на профит



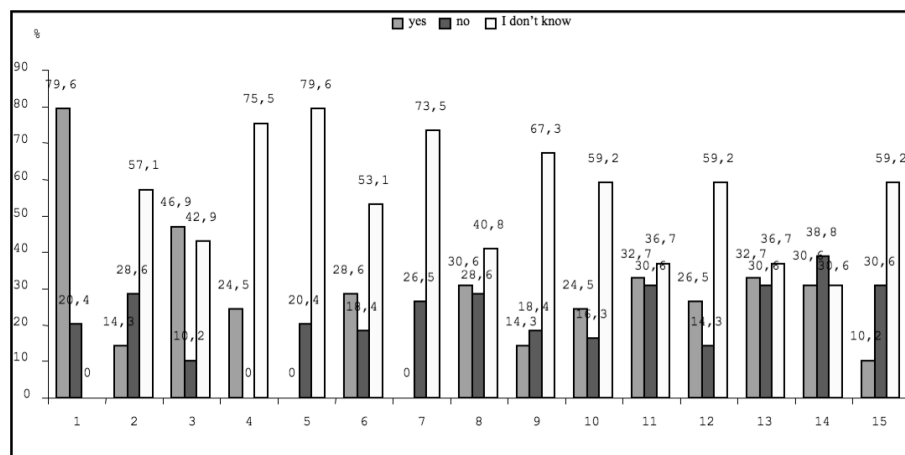
Key: 1.fascinating, 2.routine, 3.satisfying, 4.boring, 5.good, 6.creative, 7.industrious, 8.hard, 9.dedicated, 10.helpful, 11.tiring, 12. challenging, 13.frustrating, 14.simple, 15. fulfilling

Figure 2. Data on the characteristics of work in industry and manufacturing

Легенда: 1. фасцинирачка, 2. рутина, 3. задоволувачка, 4. досадна, 5. добро, 6. креативна, 7. вреден, 8. тешка, 9.предана, 10. корисен, 11. заморна, 12. предизвикувачка, 13. фрустрирачка, 14. едноставна, 15. исполнителна.



Графикон 2. Податоци за карактеристиките на работата во индустријата и производството



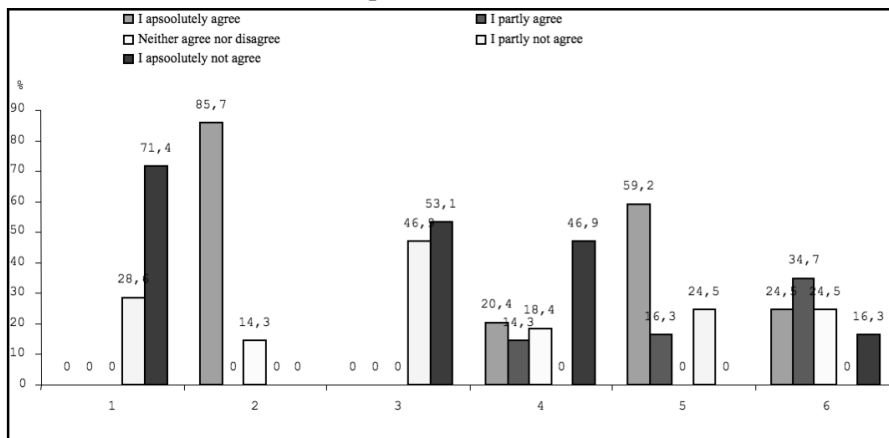
Key: 1. asks for advice, 2. difficult to satisfy, 3. good work reward, 4. manager's tactics, 5. influential managers, 6. Keep track of ongoing events, 7. very temperamental managers, 8. dedicated to the work, 9. bored, 10. demanding, 11. knows the work well, 12. poor management, 13. intelligent management, 14. let me do what I know, 15. lazy

Figure 3. Data management in industry and manufacturing

Легенда: 1. ме прашува за совет, 2. тешко да го задоволиш, 3. награда за добрата работа, 4. тактиката на менаџерите, 5. влијателни менаџери, 6. во тек со активностите, 7. темпераменти менаџери, 8. се посветувам на работата, 9. се досадува, 10. бара многу, 11. добро ја познава работата, 12. слабо менаџирање, 13. интелигентно менаџирање, 14. ме остава да работам тоа што го знам, 15. мрзлив



Графикон 3. Податоци за менаџментот во индустријата и производството



Key: 1. do their best to help the organization become more successful, 2. my sense of loyalty to my organization is low, 3. my values and the values of my organization are very similar, 4. I thought it would not work for another organization if such work is the same, 5. I do not have much benefit to tie to this organization for life, 6. It often happens that I cannot agree with the policy of the organization, especially when it comes to some important questions for employees

Figure 4 Data on organizational behavior and production industry

Графикон 4. Податоци за организациското однесување и производството

Table 1. Pearson Test
Табела 1. Пирсонов тест

X	Y	x	y	x ²	y ²	x*y
20	19	-33,1	-22,6	1098,45	509,47	748,1
50	56	-3,1	14,4	9,88	208,18	-45,3
50	35	-3,1	-6,6	9,88	43,18	20,7
68	30	14,9	-11,6	220,73	133,90	-171,9
30	21	-23,1	-20,6	535,59	423,18	476,1
77	64	23,9	22,4	569,16	503,04	535,1
77	66	23,9	24,4	569,16	596,76	582,8
372	291	0,0	0,0	3012,86	2417,71	2145,4



N=7		$\Sigma X=372$		$X\bar{x}=53,1$		
N=7		$\Sigma Y=291$		$\bar{Yy}=41,6$		
		$\sigma_x=20,75$				
		$\sigma_y=18,58$				
		$r=0,795$				
		$p<0,05$				

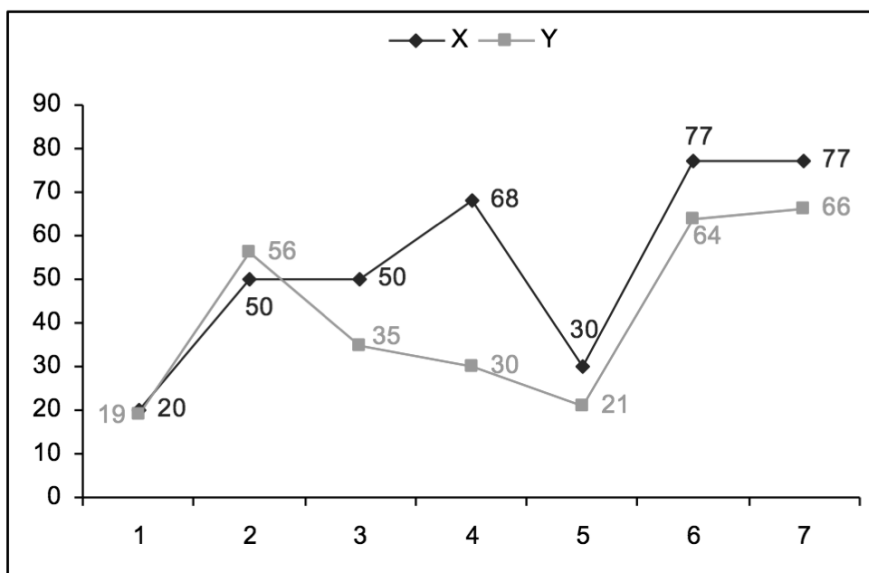


Figure 5. Pearson Test
Графикон 5. Пирсонов тест